

THE COMPUTER, THE COUNSELOR, AND THE CLIENT

What happens when an insecure unemployed person sits at your desk after having struggled through the application? Interviewers and counselors agree the person is anxious and apprehensive. "What kind of work would you like?", you ask. "I dunno," is the reply. "What would you enjoy doing?" "I dunno," is offered again. "Where would you like to be 5 yrs. from now?" "I don't know that either." For the unmotivated or unsophisticated person, vocational goals are difficult or non-existent to verbalize. If verbalized, the individual will choose an area which is usually currently in vogue, highly profitable and skilled, or glamorous. Realities such as educational achievement more than likely exclude these areas of selection by the counsellor. To the unsophisticate's already established pattern is added another failure.

The Computer Matching system sponsored by BIOC is the most effective method to date of involving the individual himself in his vocational analysis, and actually helps to direct his own fate. It further eliminates the fill the quota of trainees method often employed by agencies. It incorporates soundly researched psychological concepts on a non-threatening basis for the person accustomed to tests and failure. The matching system further is based upon basic life styles of an individual plus what pieces of this life style he likes or dislikes. It is so simple that it consists of circling a few items on a couple pastel sheets of paper.

Once coded and entered into the computer, the "life style" of the person is matched with and to the "life style" of a training or job situation. Based upon sixteen points of high degrees of intensity or lack of intensity, the computer seeks out those areas with the highest likeness to the applicant's "life style" and proceeds to print out as many as ten of them. It would take a skilled counselor about 300 hours to analyze, check, search, match, conclude and

print what the computer does in less than six minutes. The computer includes consideration of possibility programmed into it. The human being may forget that obscure training opportunity offered by that obscure but effective agency. The computer does not.

It is within this vital framework that this highly effective counseling tool works for the counselor and the individual. The counsellor can synthesize the factors of educational background, intelligence, geographical location, emotional maturity, stability etc. along with real projective training or employment possibilities.

The print out offers a spectrum of possibilities, rather than a restrictive DOT code oriented employment area. This permits flexibility based upon employers requirements which may exclude persons because of height, security sensitivity, or traditional sex patterns to name a few. Any astute program administrator may easily tailor his counseling and educational programs to more accurate potential employment preferences, a vital factor in retention rates.

Any flexible program administrator may analyze and set up training programs based upon an indicated number of like preferences and job market demand. The program administrator who truly desires to give better service to his clients can free his staff to perform a true counseling function by eliminating their searching researching and collecting chores, actually time consuming and overwhelmingly clerical in nature. Of most importance, counselors will be able to refer applicants directly to State Employment Service with a variety of specific recommendations for Manpower training openings or Job Opportunities from their Job Bank.

WHAT THE BICC COMPUTER PROGRAM CAN DO

1. Match an individual to any number of training situations consistent with his living experiences and preferences.
2. Store an infinite number of updated and amended training situations and jobs.
3. Recall and print out any stored data by whatever factor is needed e.g. number of persons by sex, age, referred agency, or between blocks of time etc.
4. Store an infinite number of individuals profiles along with pertinent statistical data, age, sex, marital status, agency by whom referred etc.
5. Summarize and print out persons with postures toward specific training situations.

BACKGROUND & VALIDATION OF THE
CLEFF MATCHING SYSTEM

Two of the primary considerations for an effective system for selection, placement, and training are reliability and validity. The Cleff Job Matching System (CJMS), has demonstrated these factors strongly and conclusively both mathematically and by performance, a highly workable marriage of theory and practice. The raw data along with refined computations are available.

Initially to validate the mathematical reliabilities of the Cleff Job Matching System, a study of 7 companies, 23 job categories and 185 employees was made during 1967 in Indianapolis, Indiana. Persons who had been employed at least 9 months were measured. Three years later, in 1970, a follow-up was done to see if the CJMS could distinguish between relatively short and long term employees.

At the Indiana National Bank, the follow up was done with 25 tellers and machine operators. Those employees who matched high to their positions were or had been with the bank an average of 69 months. Low or poor matched persons, 42 months. The persons who had the better postures toward their positions via the Cleff system show a 64% higher retention rate.

The same kind of relationship was shown at the College Life Insurance Co., Indianapolis, Indiana, where 26 clerk typist and records clerks were initially analyzed in 1967 and followed up in 1970. The high matches averaged 39% longer on the job than the low matches.

At Indiana Bell Telephone Company in the same city, 26 various employees were considered; Installers, Repairman, and Operators. 3 years later those who matched higher into their jobs showed an 81 month average time in contrast to 52 months for the poor matches, a 56% difference.

Conclusion: The higher or better the match, the longer the employee remains on the job.

In 1967, the Honeywell Company of Brighton, Mass., underwent an analysis of 110 factory workers divided into two groups, unstable and stable. Management characterized the unstable group as high turnover, high absenteeism, below average in quality and quantity of production. The stable groups were considered at least average in the named respects. It was found that the unstable group matched very low to their job assignments. The stable group matched good to very high. The study further showed the so called unstable were placed into like, unstable groups at random and that this further accentuated the instability and contributed to the high turnover. As a result of the study, management corrected their assignment policies.

Conclusion: The Cleff Matching System can differentiate between successful employees and unsuccessful groups in the same-relative setting. A beneficial side effect is the management tool concept to bring about desirable changes.

During 1969, the Cleff Job Matching System was employed at Grand Union Company, Paterson, N.J. The first step of analyzing 25 long term employees revealed that those employees who matched significantly averaged 147 months with Grand Union. The poor matches averaged 32 months. Percentagewise, this means the higher matched persons remained 350% longer than low matches. Using the average match level derived from the long term employees as a yardstick, 34 Special Program employees including MA-4 persons of Grand Union were given the Cleff Matching System Analysis in 1969 and the results held. All 34 were hired by the company. After 6 months, it was found that of the 11, the Cleff system matched significantly to the jobs, 5 had left, a turnover rate of 45%.

Of the remaining 23, the Cleff system indicated "Do Not Hire" due to low matches, 18 had left, a turnover rate of 78%.

This kind of match to turnover, phenomenon was repeated in an analysis of 24 Mayflower Hotel employees in Washington, D.C., during 1969, wherein those persons who fell below the match level underwent a 62% turnover in contrast to no turnover in this particular case among those matching above the average.

Conclusion: The CJMS can predict relative job success before hiring.

Currently as a result of established successes, the Cleff Job Matching System is being used by Grand Union Company, Paterson, N.J., in screening 100 people, for their Jobs 70 Program. Other employers are consistently using their consultative services as far away as General Electric Co. in Arizona, Western Union, San Francisco, and Los Angeles, California, First National Bank of Chicago, Illinois.

Meanwhile it is still being used in Charlotte, North Carolina by the Office of Economic Opportunity where disadvantaged semi-literate farm hands are being matched to industrial jobs at a 65-70% hire to referral rate and a 65% retention rate. New Brunswick, N.J. is undergoing the system related to the N.J. Rehabilitation Commission which requires a specialized matching operation. The Cleff Matching System used by Adaptive Systems, the parent firm, has attracted such favorable attention, it recently became a subsidiary of Automatic Data Processing Inc. of Clifton, N.J.